
IMC Meeting Minutes: 03-17-2006

Minutes transcribed by Jennifer Larsen – OSPB, Lauren Latterman – OIT, Elain Radford – OIT.

I. Call to Order: 1:35 pm – Chairman Picanso

IMC Commissioner attendance: Coleman, Delmonico, Lutz, Marroney, May, McGimpsey, Monkman, Mulford, Picanso, and VanDerSchouw.

Introduction of Commissioners and audience members.

A. Chairman's Remarks

Chairman Picanso announced that there is not currently a quorum present; therefore, the voting to adopt the minutes will be withheld until a quorum is present. Chairman Picanso welcomed new IMC Commissioner Tom McGimpsey, from the private sector, to the Commission.

II. Old Business

A. Projects Readouts (Arlene Booker, OIT Staff)

1. IMC Executive Monthly Project Dashboard Report

Arlene Booker provided the Commission with a brief review of the IMC Monthly Project Dashboard. Arlene noted that the *genesis* project and CDOT were going to provide presentations.

a.) Colorado Department of Transportation (CDOT) – ERP Project Doug Lang, CIO, Andres Kukawka, Kim Hallstead, IV&V

Arlene called forward and introduced the ERP Project representatives. Doug Lang informed the Commission that the ERP Project has been split into two phases. Currently, the project team is working with Deloitte to integrate the SAP system. The first phase is scheduled to go live April 3, 2006. The second phase is the HR module and it is scheduled for December 2006.

Chairman Picanso asked why the project remained in YELLOW status when it is two weeks from deployment. Doug Lang informed the Commission that Phase I is currently in GREEN status, however Phase II remains in YELLOW status due to contracting details that still need to be finalized with Deloitte. The project team is currently working on Phases I and II, concurrently, and plans for Phase II will be configured in June 2006. The ERP project team is working closely with Tom Norton, CDOT Executive Director, and Henry Sobanet, OSPB Director.

Senator May asked how this project is funded and if it is financially on track. Doug explained that the project is federally funded. The original proposal for this project scheduled deployment for April 2, 2006, however, the project changed direction in late 2005 and was split into two phases. Negotiations continue with Deloitte to determine the additional costs. The Transportation Commission has authorized additional funding.

Senator May asked who the primary users of this project are. Doug Lang responded that the whole Department of Transportation will be affected, approximately 3,300 people. It affects time slots, maintenance, engineering, project scheduling, business aspects, work orders, supplies and changes the way they currently do business. Doug Lang emphasized that this part of the project is going well due to their strong internal team. The Department's goal is to improve the management of their cash funds. Senator May suggested that the project team read Ron Huston's white paper that reports on lessons learned from CBMS regarding roll-out.

Commissioner Delmonico asked if the ERP could be used in other agencies. Andres Kukawka responded that the current license could not be used to support other agencies. Commissioner Delmonico asked if more licenses could be purchased. Commissioner McGimpsey asked if there are warranty issues regarding the SAP. Andres Kukawka responded that they are in negotiations currently regarding these licenses and warranties.

**b.) Department of Labor and Employment – *genesis* Project
Don Peiterson and Steve Uretsky**

Arlene called forward and introduced the *genesis* Project representatives. Commissioner Delmonico informed the Commission that the *genesis* Project team had given a presentation to the IT Risk Management Subcommittee and the Enterprise Architecture Subcommittee during a joint session this morning. She commented that she was pleased with the presentation and the Subcommittees were able to provide the Project team with several recommendations. She noted that the *genesis* Project team was provided with a list of questions from the Commissioners that morning, and they will work on their responses in the near future. She emphasized that the team currently does not have a lot of scheduled dates.

Don Peiterson thanked the Subcommittees for the opportunity to discuss their Project. He noted that there is currently a supplemental regarding project recovery costs. UI services have been approved by the JBC, however their focus is currently on the project recovery supplemental. Commissioner Delmonico added that the *genesis* Project team would continue to meet with the IT Risk Management Subcommittee monthly.

Steve Uretsky presented a handout to the Commission, CDLE Project Recovery Assessment, focused on their proposed governance model, other processes such as gated funding, and their supplemental budget request for the Project Recovery Assessment.

Representative Coleman asked if there was a sense of timeline for the project recovery. Steve responded there are currently weekly status reports being made available to OIT/PMO as well as monthly status reports to the IMC.

Steve Uretsky reported that they are using a gated funding model for the project recovery. He indicated that they will be able to use the IT model contract templates on this project and are currently working on a vendor selection process. He further reported that they are currently operating and maintaining the systems with the resources they have.

Senator May asked if the Department has made that request to the JBC? Steve explained that the request has been split into two parts, one of which has been recently approved by

the JBC, the second part is currently being discussed with OIT and OSPB. Senator May asked if the money comes from the original project and also voiced his concerns about the upcoming budget caucuses. Don Peiterson explained that the project assessment supplemental will guide them to the amount that they will need, and they will have that supplemental ready in the next week or two. Once they have the supplemental they will begin the assessment.

Chairman Picanso emphasized that OIT and OSPB understand the criticality of the project, support the project recovery and are in the process of determining the additional costs. Chairman Picanso noted that after the JBC he will email or hand-carry notification of the status of the *genesis* supplemental.

Action Item

(Chairman Picanso)

Chairman Picanso will email or hand-carry notification of the status of the *genesis* supplemental to Representative Coleman.

B. Meeting Minutes

Chairman Picanso noted that since there is now a quorum, the floor is open for discussion on the February 17, 2006 IMC Meeting. No discussion followed.

Motion

(Motion: Commissioner Mulford, 2nd: Representative Coleman)

To approve the meeting minutes for February 17, 2006 IMC meeting.
Approved unanimously.

III. New Business

A. PMUG PM Common Methodology

Elain Radford, OIT Staff, Clayton Durkee CDHS PMO Manager, Kim Heldman, DNR CIO

Elain provided a handout to the Commission focused on an overview of the statewide Project Management User Group (PMUG) and their project management common methodology v. 1.0 that is being presented for adoption today. Elain informed the Commission that the PMUG group has been meeting monthly since 2004. The PMUG has developed a 3-year strategic plan to achieve its goals and objectives. The past 2 years, a PMUG focus has been to 1) build a common language for project management and, 2) provide a uniform and standardized methodology to help improve the quality and success of projects in state agencies. The Common Methodology v. 1.0 has been completed and was provided to the CIO Forum in January 2006 for their feedback. CIO Forum feedback was incorporated into the Methodology, and the updated Methodology was provided to the IT Risk Management Subcommittee in February 2006. The PM Common Methodology v. 1.0 document has been brought to the Commission today for adoption for state agency use.

Clayton Durkee reported that the Methodology is based on best practices from the industry standard, Project Management Institute, Project Management Body of Knowledge (PMBOK). The goal was to have a PM common methodology so each department would not have to create their own. Development of the Common Methodology was a collaborative effort among various state agency PMUG members. Currently, the document is geared toward small to medium projects, but the goal is to mature the document as the agencies

mature. Once the document is adopted, training will begin and feedback from the users will be collected.

Kim Heldman emphasized that this has been a great collaborative effort and recognized Elain Radford for her outstanding work and dedication.

Commissioner Marroney suggested that the PMUG team review Ron Huston's CBMS white paper because it could be valid for the state agencies. Commissioner Delmonico suggested that templates for large projects should be similar to the current templates to avoid duplication. Chairman Picanso recognized Elain Radford and the team for their work effort and good progress. He recognized that this effort will continue in a positive direction and it will continue to strengthen IT projects in Colorado.

Commissioner Mulford emphasized the importance of project management training and the need to track project acceptance levels. Clayton Durkee stated that it is a part of their strategic plan to track acceptance and usage levels and collect feedback.

Senator May suggested that the PMUG team watch SB-063. Commissioner VanDerSchouw asked if copies of the bills in question could be provided to the Commissioners. Senator May stated that the bills are available online with their complete history. Chairman Picanso stated that he would email copies of the bills to the Commissioners.

Action Item	(Chairman Picanso)
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Chairman Picanso will email copies of bills to the Commissioners.

Motion	(Motion: Commissioner Delmonico, 2nd: Commissioner VanDerSchouw)
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To adopt for state agencies use and allow updates to the PM Common Methodology v.1.0.

Approved unanimously.

Representative Coleman suggested that copies of the PMUG presentation and document be sent to the sponsors of SB06-063, Senator Teck and Senator Groff.

Action Item	(Representative Coleman)
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Elain send notification of IMC adoption of the PM Common Methodology v.1.0, and the document to the sponsors of SB06-063, Senator Teck and Senator Groff.

C. Motions and Action Items

Chairman Picanso called forward Arlene Booker, OIT staff, who provided the Commission with a review of the February 17, 2006 Motions and Action Items list, and facilitated the following discussion:

Arlene reported that the minutes from the January 20, 2005 IMC meeting, the IT Strategic Plan, and the Secretary of State decision item and the End User Computing Standards Specifications were adopted.

Chairman Picanso commented that the IT Strategic Plan is getting a lot of positive feedback, especially from vendors.

Action Item #1. Arlene reported this item is in progress and Senator May emphasized the need for the CISO to look into the Cyber security issues.

Action Item #2. Arlene reported this item is in progress and will be completed today. The *genesis* supplemental is awaiting approval from the JBC.

Action Item #3. Arlene reported this item was closed today.

Action Item #4. Arlene reported this item has been completed.

Action Item #5. Arlene reported this item is in progress and the dashboard is going to be reworked in the near future.

Action Item #6. Arlene reported this item is in progress and will be presented to the Commission today.

Action Item #7. Arlene reported this item is completed and has been approved by the JBC. Commissioner Marroney stated he was grateful to the JBC for approving his decision item.

Action Item #8. Arlene reported this item is open and has been assigned to the Policy and the Enterprise Architecture Subcommittees.

Action Item #9. Arlene reported this item has been closed.

Commissioner Mulford suggested that the IT Strategic Plan dashboard be reviewed monthly in the Enterprise Architecture Subcommittee and/or the full Commission meetings.

Representative Coleman asked that clarification of the acronyms be added to the dashboard. Arlene stated that the dashboard is currently being reworked and this change could be added.

Action Item

(Representative Coleman)

Arlene provide clarification of project acronyms on the dashboard.

Senator May asked for an update on the CSTARS project. Arlene reported that the CSTARS project team presented to the IT Risk Management Subcommittee today and will present to the full Commission at the April meeting.

IV. Other Business

1. IT Project Management Report Ron Huston, CDHS CIO

Chairman Picanso called forward Ron Huston to present his IT Project Management Report. Ron Huston provided a handout to the Commission and explained that last Fall frustration with CBMS evolved into an effort to identify successful projects. Various conversations surrounding project management and IT projects in the state were used as a benchmark for the project report. He emphasized that this is not an all encompassing report, but rather a way to look at project management in the state and highlighted what constitutes a successful project and leadership for success.

Commissioner Marroney commended Ron for his work on this report, and he emphasized the need to develop standards and keep politics out of it.

Ron Huston stated that the average project is 43% over budget, so it could be argued that if you add 43% to the project's budget in the beginning, most projects should stay on track.

Commissioner VanDerSchouw cautioned that some agencies may take the wrong lesson from this. Simply adding 43% to the budget doesn't always fix the problem.

Commissioner Delmonico commended Ron and the CBMS team for their work and stated that without them, CBMS would not be in place. She recommended that Ron's two "Elephants in the room", 1) counties and their environments and 2) multiple agencies be well documented, as well as hers: the silo effect of agencies. Ron Huston responded that part of the new template is to have vendors identify what it will take for projects to succeed. Commissioner Marroney suggested that the two other "Elephants in the Room" are turf battles and change management. Commissioner Delmonico stated that CBMS makes a huge impact in the state because it services 1 out of every 9 people.

Senator May reiterated the Commission's appreciation of Ron's work and how well CBMS has recovered. Ron stated that over 200 employees have all worked with great passion and dedication on the project recovery. Senator May also suggested that two departments should never be in charge of one project again. It caused too many problems.

V. Subcommittee Readouts

A. Enterprise Architecture (EA) Subcommittee

Commissioner Mulford reported that the EA subcommittee met this morning and the focus of their discussion centered on activities in the 2006 IT Strategic Plan that will move forward with EA. The E-Mail consolidation project provided a brief update to the Subcommittee. The project is moving forward and an agreement has been signed with Microsoft. Mark Weatherford, CISO, provided a brief update on security issues. The e-FOR³T project team provided a brief update on the disaster recovery facility project and reviewed a layout of that facility. Commissioner Mulford commended Brian Balay, Tom Villani and team for their work. They briefly reviewed the Annual Report and the DITP planning process. Chairman Picanso commented that six Commissioners were in attendance at this Subcommittee meeting and encouraged more Commissioner participation in the other Subcommittees.

B. IT Risk Management Subcommittee

Commissioner Delmonico reported that the IT Risk Management subcommittee met this morning and the focus of their discussion centered on the presentations from the CSTARS, and SCORE projects. The SCORE project reported good progress, they are currently drafting the Request for Proposal (RFP) and they are in touch with the Federal Department of Justice (DOJ). There are currently 6-8 vendors available for the RFP. The *genesis* project team provided a presentation in a joint-session with the EA Subcommittee.

Commissioner Delmonico stated she would like to recruit a legislator from the IMC to be on the Subcommittee.

C. Policy / Portfolio Subcommittees

Commissioner Monkman reported that the Policy subcommittee met jointly with the Portfolio Subcommittee this morning. The focus of their discussion centered around the IT Contracts Task Force, current legislation and the IMC Annual Report. Regarding the IT Contracts status, the IMC has sent a letter to the State Controller's office and they are awaiting their approval. Training classes are being arranged through DPA. Commissioner Monkman reported that the Annual Report has been recently revised.

Chairman Picanso stated that all of the Commission's comments have been incorporated into the IMC Annual Report Executive Summary and will be discussed later in the meeting. He commented that he is getting good feedback from vendors on the IT Strategic Plan and vendors are asking how they can support the agencies and the IMC. He informed the Commission that he has asked OIT staff to look at previous Enterprise Architecture (EA) work and to contribute 25% of their time to this effort. Chairman Picanso handed out a rough framework of what the architecture could look like and commented that Bob Feingold and Don Ravenscroft from the Portal Authority will be assisting with this process. He commented that we will be using internal resources, i.e. CCHE, rather than hiring an architect in OIT.

Representative Coleman expressed her concern that during the legislative session, she is unable to attend the Policy Subcommittee meetings. She further requested that, during the legislative session, Policy Subcommittee and IMC documents be hand-delivered to her, on the floor of the House, prior to each IMC.

Action Item	(Representative Coleman)
During the legislative session, hand-deliver Policy Subcommittee and IMC documents to Representative Coleman, on the floor of the House, prior to each IMC.	

VI. Other Business

A. 2005 Annual Report Executive Summary

Chairman Picanso called Elain Radford, OIT staff, forward to discuss the 2005 Annual Report Executive Summary revisions based on Commission feedback at the February IMC meeting. He opened the floor for comments and questions. Commissioner Marroney stated that he had some concern over how some of the quotes would be perceived, specifically, Doctor John Witwer's quote. Commissioner Marroney noted that some may be taken out of context, and suggested they either be changed or taken out completely. Chairman Picanso concurred that some of the quotes could be misinterpreted.

Commissioner VanDerSchouw asked what the outtake from the policy and portfolio management subcommittee discussion had been. Chairman Picanso replied that there had been a small turnout to this subcommittee, therefore, little discussion on this document was held.

Commission discussion focused on which quotes might be appropriate to retain. Commissioner Delmonico noted the importance of getting permission from those people from whom the quotes were taken. Commissioner Lutz responded that he was more concerned with the overall tone of the document, and that it ought to reflect not only the positive outcomes but also the changes that were made over the

year to remedy issues that arose. He commented that the document would be beneficial as a public relations document, but not as an Annual Report.

Commissioner Monkman questioned whether statute requires this document be a written report. Elaine Radford responded that she is not aware that statute requires it to be formally documented. [C.R.S. 24-37.5-205-Annual Report by Commission states, “the commission shall report to the Governor and the communications and information technology committee created in HB 99-1348, enacted at the first regular session of the 62nd general assembly, regularly on at least an annual basis concerning the implementation of the provisions of this part 2”] Commissioner Monkman commented that SB06-149, if it passes, would eliminate the requirement for an IMC annual report.

Commission discussion focused on agreement that only Chairman Picanso need approve this document and the development of an IMC quote. Commissioner Lutz volunteered to work with OIT staff on the development of this quote, which will be emailed to Commissioners for input and approval. Chairman Picanso requested to meet with Commissioner Lutz and discuss development of a full IMC annual report.

Adjournment

Chairman Picanso adjourned the meeting at 3:57 pm.

The next IMC will be held on:
Friday, April 21, 2006
Legislative Services Building – Hearing Room A
200 E. 14th Avenue
Denver, Colorado 80203